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MGMT 497

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## **MGMT 497 Final Portfolio**

### **Executive Summary of Company**

I work as a Year-Round Business Intern at Sandia National Laboratories. Sandia was founded during WWII under the name of Z Division as the manufacturers and assembly hands of nuclear weapons for Los Alamos National Laboratories. In the year 1948, the name Z Division was changed to Sandia National Laboratories. Sandia is a government-owned, contractor-operated facility. This means that while Sandia's work is largely government-funded Sandia is operated by a 3rd party contractor. Over the years, Sandia has been managed by different organizations, but as of May 1<sup>st</sup>, 2017, the current management company became the National Technology and Engineering Solutions of Sandia (NTESS) LLC.

Sandia, like many companies, has a centralized organizational structure and management from NTESS. Sandia has one Laboratories Director, one Deputy Laboratories Director, and ten Associate Labs Directors. They all help support different areas of Sandia with exceptional leadership.

Sandia received almost \$3.2 billion dollars in funding in 2017 and this money goes to the R&D capabilities Sandia offers to the labs to work on various various projects and initiatives to promote innovation and protect lives and freedom of Americans, as well as having broad reach with our allies throughout the world. The work Sandia does within these projects are in the areas of Nuclear Weapons, Energy, Nonproliferation, Defense, Climate, Infrastructure, Homeland Security, and more.

## **Stakeholder Analysis**

### **Internal Stakeholders**

Sandia's main internal stakeholders are the employees and the internal customers. These employees come from various backgrounds and educations and work at Sandia as: Technical Staff, Business Professionals, Students, Facilities Management Employees, Contractors, and many other types of employees.

These employees are then broken into two internal programs, Mission Delivery and Mission Enabling. As a member of the Mission Enabling program, their jobs is to help support the internal customers, the Mission Delivery personal, and make sure they have the support they need to accomplish their task. This might included financial reporting, strategic management, and purchasing the needed supplies. Mission Delivery are the individuals who work directly on the project and complete them.

The different areas of employment are all small pieces that interact to work towards meeting the goals and mission of Sandia. Sandia works very hard to meet the needs and expectations of the employees through Sandia's community involvement, Diversity and Outreach programs, and other processes and practices. There is also a heavy focus on the health and well-being of Sandians and has created a company culture where safety and security are the top priority.

### **External Stakeholders**

The biggest external stakeholders Sandia has are the sponsors who include the Department of Energy (DOE), which is the largest corporate sponsor, as well as other federal and non-federal entitles which Sandia is contracted with. These stakeholders will either contact

Sandia to work on a particular project or Sandia will propose to them a new project and request funds. They are an extremely important part to Sandia because without them there would not be as much funding available as there is currently.

There are many external stakeholders who are impacted by Sandia because of the mission and goals they are trying to accomplish on a daily basis. Some of these stakeholders are: American Citizens, People of the Albuquerque Community, the environment, and people outside of the United States. Because Sandia works to provide innovated technology and protect the United States they have to be very careful about the impact they have on the people.

Sandia is one of the hardest working labs at making sure the external stakeholders are a top priority because they understand there is a responsibility to do the right thing. There are many programs and initiatives in place like the community involvement that includes education programs, donation and contribution programs, and volunteering and working within the community and the long-term management to protect the environment with the help of the Department of Energy and public.

## **SWOT Analysis\***

*\*The following SWOT Analysis are my own thoughts and opinions and do not reflect the point of view of Sandia National Laboratories.*

### **Strengths:**

One of the biggest strengths of Sandia is there is a heavy focus on hiring the best and brightest people for the jobs within the Labs. By making this a top priority, they are able to make sure the work that comes out of Sandia is going to be the best because the people who worked on it were the best. This also impacts the culture because there are these expectations that the people

are always hard working and always looking for opportunities to learn from other great minds within Sandia.

One example I have of this is getting to work with some so many different staff members, both technical and in the business side of Sandia. I have been able to collaborate and work with some on the most intelligent people and all of them are full of such amazing ideas to improve something. I always hear when it comes time to hire for a new position; the teams always focuses on waiting for the right candidate who is going to make the biggest impact when they get to Sandia.

Sandia has a strong reputation for putting employees first. Of course the main goal is to reach the mission and goals Sandia has created, but they understand the only way they are going to get there is if their employees are happy, healthy, and safe. One of the first things a new Sandian learns when starting at Sandia safety come before anything else and nothing is worth someone getting hurt or losing a life over. They also have great health programs and medical facilities in place with well-trained staff there to make sure to help in whatever way possible.

### **Weaknesses:**

Like every company or small business there are always going to be a few flaws. One of the biggest challenges Sandia faces is the length of time it takes to get things approved and start rolling into action. Sandia a federally funded research and development facility, and with that brings regulations, policies, public scrutiny, and the work we do is critical to national security, which means it can take a long time to make sure everything in place.

In my own experience, it took me almost two months (this is considered short) to get all of my paperwork, background information, and final approvals to start my first day. This can

lead into some potentially negative impact because Sandia risks losing strong talent sought after because other companies can offer jobs quicker and get people in faster, and Sandia starts with a negative onboarding experience for staff, which could result in lower retentions.

The next weakness experience is the lengthy intern requirements all interns have to meet. The high standards mentioned previously are also in place for interns. There is a GPA requirement, class credits requirement, leave requirements, and others all student interns must meet. Losing on this talent can be very challenging for Sandia because if they are looking to expand and hire new people, there are some who slip through the cracks. Internships are unique positions in that they provide both the employer and employee the ability to “test” the fit and competency of the individual and the corporation. These high standards & slow processes reduce the pool of candidates available to choose and test, potentially resulting in hired employees that do not meet Sandia’s high expectations.

### **Opportunities:**

Sandia has so many great opportunities to look out for like how there there is always going to be the opportunity to be more innovative and keep protecting the country with the best technology. I am constantly hearing from excited individuals who have just learned about a new problem and the innovative ideas they have to fix it, and the people at Sandia are so passionate about their work that I know they are going to fix the issue one day.

This leads into the next opportunity and it’s the idea that Sandia can always expand into new areas of focus. As stated previously, people of Sandia are always looking for something else to put their focus on and this means new problems and ideas need to be solved. This is great for

Sandia because there will never be the possibility of them running out of work and they are going to continue to be one of the top labs in the world.

**Threats:**

One of the most obvious threats Sandia faces 24/7 is people who try to steal their information and work. One of the things I learned from my manager is there is always someone out to get information and you have to be extremely vigilant to your surroundings. There have been cases of security breaches in other labs around the country so Sandia understands the importance of making sure the information, work, and people of Sandia is well protected and safe because the impact wouldn't only effect Sandia but American Citizens and the community at large.

The next threat is the number of the commercial industries and companies are always trying to poach our amazing people. I hear about it all the time how someone was offered a job at Google or Facebook. This could have major impact to Sandia because if some of their employees start voluntarily leaving Sandia might not have the right people for the right jobs. Sandia is very aware of this threat and is always working with the staff to make sure they have a long and prosperous career at Sandia. However, a challenge Sandia faces is that, as a government-funded organization, it is often difficult to compete with the salaries offered by other companies. This is a challenge Sandia has not yet solved.

The final threat to discuss is the large number of employees who are retirement-eligible. Not only does Sandia have to be aware of companies who poach but also pay close attention to the number of years remaining for certain employees. This could have very negative impacts for Sandia if not strategically planned for because without the proper planning, we are at the risk of losing the knowledge and experience of those who have been at Sandia for years.

## **Differentiation**

The biggest ways Sandia is different from a commercial industry or organization is it's not about how much profit is made or being the center of attention, it's about meeting the mission and goals to protect and serve the nation and the community. This means Sandia will do it's best to collaborate with the best minds and produce the best products not to me the ROI of the investors but to protect and improve the lives of individuals like myself, a soldier in the field, or a mother and child.

This leads into the next topic of differentiation and that is the amount of collaboration that goes on in at Sandia. Sandia understands the importance of working with the right people to get the job done right and that can't always be done with just their employees; this means they have to bring on and work with others. There are so many Universities, labs, companies, and businesses that work along side and together with Sandia to create something innovative and better for the user to have a positive impact. These groups who collaborate have the same passion and drive and I think it's one of the reasons they work so well with Sandia.

## **Strategic Recommendations**

Sandia is one of the greatest places to work. The culture and way of life at Sandia is something I have never experienced during any of my other jobs and I truly can't think of a place I would rather be. This is why I would recommend that Sandia continues to focus on the culture and people and not adopt practices that won't move them in the same directions. I feel if Sandia ever tried to change the culture there would be a lot of people who would leave and look for other work opportunities.

My next recommendation is for Sandia to continue to work with the employees to ensure they are meeting their needs and providing a positive environment that promotes collaboration,

innovation, and safety. The people who help to ensure these steps and ideas are in place do a great job at it, and I believe they have made continuously great improvements even in the short time I have been there. This type of environment helps keep the company culture strong and the people who do the great work happy and safe.

The final recommendation is for Sandia is to continue to meet the high expectations and standards the public and government has come to associate with Sandia. I am always hearing from other people in the Albuquerque community and people across the country what amazing work Sandia has done and the countless number of lives Sandia has saved and kept safe. There are so many communities, tribes and people Sandia works with and those high expectations are shown in the work and service Sandia produces.



## **Works Cited**

National Technology and Engineering Solutions of Sandia, LLC. "Sandia National Laboratories." Sandia National Laboratories: About Sandia, National Technology and Engineering Solutions of Sandia, LLC., 2018, [www.sandia.gov/about/index.html](http://www.sandia.gov/about/index.html).